

Lessons Learned

POD's Comments

-----Original Message-----

From: East, Bill W ERDC-CERL-IL
Sent: Monday, October 22, 2001 12:41 PM
To: Patton, Terry L HNC
Cc: Oliva, Frank J POD; Jaeger, Clare L POA02; Stolley, Joan I HQ02; Mahoney, Sally E HQ02; Duncan, Daniel HQ02; Perrine, Robert M HQ02; Kirby, Jeffrey G ERDC-CERL-IL; Kim, Moonja P ERDC-CERL-IL; Golish, Michael ERDC-CERL-IL
Subject: P2 and CLL, great synergy possible!

Terry,

Nice meeting you at the Information System Project Managers summit a few months ago. At that meeting we briefly discussed the Corporate Lessons Learned (CLL) effort sponsored by Mr. Berrios. I wanted to re-energize our discussion given concerns raised at POD (Claire J. and Frank O.) regarding their review of "Process 1021 - Lessons Learned." As I mentioned to Dan this afternoon, lessons learned are a concern at POD, in particular, since they're in the middle of an ISO 9000 certification process. I also wanted to open the discussion to include some other stakeholders. HQUSACE-CIO representatives - the project managers for CLL - are Joan S. and Salley M. From past emails it also seems that Bob P. has some thoughts on integrating CLL into P2. Jeff K., Moonja K., and Mike G. are also included from my office.

There's quite a bit of synergy between CLL and P2 with regards to 'lessons learned' business practice. The CLL has a very cost effective lessons learned business model and information system architecture that can save P2 big bucks with regards to LL implementation. If you would like, I could assist your efforts by drafting a version 2 of Process 1021 after all comments have been submitted. Given the importance of P2, I think it an appropriate use of our CLL project to offer our direct assistance to the P2 team in this vital area.

Would you give me a call when you have a minute or two to talk?

Thanks,

- Bill

P.S. Maybe you could ask that DrChecks be used for the next round of reviews (smile)!

Bill East, Construction Engineering Research Lab,
voice: 217.373.6710 fax: 217-373-6724 b-east@cecer.army.mil
in the news: newsgazette.com/story.cfm?Number=9894
our sites: cecer.army.mil, buildersnet.org, webcass.org, projnet.org

Take it one step beyond to include how to disseminate and ensure that lessons learned are incorporated in future projects. Seems as if recording of lessons learned is not a problem, but ensuring that they are recognized and used is a problem. Response: Lessons Learned Process is being extensively rewritten.

Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities. Interim Lessons Learned will be brief and to-

the-point; final report will contain more detail. Policy Project delivery process reviews must always be conducted at the end of a project, but additional reviews must also be appropriate at the completion of any phase of a project.

Policy

ER 5-1-11[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

ER 1110-1-8159[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf>]

Responsibility

The Project Manager is responsible for ensuring that all appropriate information on Lessons Learned **is** documented as required.

The Project Delivery Team is responsible for the comparison of planned execution to actual outcomes, and determining the reason for change that exceeds thresholds.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[[REF1001](#)]

Change Management[[PROC1004](#)]

Activity Preface

This process is linked to the *Change Management[PROC1004]* process. If the change is within the thresholds, the Lessons Learned process is called from the Change Management process, if the PDT determines there is value added. If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process.

Project Delivery Team (PDT) (Including Customer)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.
2. Determine what was right or wrong with what happened.
3. Determine how things should be done differently the next time.

If end of project, goto task #4. Otherwise, goto task #6.

4. Document the results in the form of a Project Delivery Process Review Report (PDPRR).

(Reporting requirements are currently under development.) The PDPRR should be completed no later than sixty (60) days after the project is deemed substantially complete. The PDPRR serves as a template to facilitate the discussion of the first three parts, as well as to document the results.

Project Manager (PM)

5. Archive the Project Delivery Process Review Report information as required.

Archival requirements are under development.

6. Document Lessons Learned in the required format.

Detailed requirements for the Corporate Lessons Learned system (Dr. Checks) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunseting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

End of activity.

Be sure to put process call outs at the start and end of every Process flowchart. Each flowchart should be able to stand on its own and assist users in moving through the processes. Every flowchart should have a title block identifying the process title and number.

